High quality through strong leadership

Pip O'Byrne
Chair 4Children

Messages from the best -" it's an on-going process"

- Have your SEF in place – live, active tool – use Ofsted model
- Outcomes focused action plan – targets & time – child centred - aspirational
- Know your strengths and areas for development – be open and honest
- Clear updated delivery (business) plan
- Strong robust and tested processes
- Policies and procedures exist, known & up to date
- Staff, parents, children, partners, governors, informed, involved and up to date – communications plan
- Improved Governance, Accountability & Performance Management for CC's
- Evidence strong community relationships
- **Strong leadership and management**

Messages from the best – "be confident, know why you are doing what you are doing"

- Use early years advisory teams and partners for constructive challenge, advice, support and information
- Do your own "mini-ofsted" or peer reviews – know your service inside out and from a child/parent/community/partner perspective – be open
- No surprise or shocks – know it - warts and all
- Conduct regular mystery shopping – children and adults
- Robust systems for monitoring & evaluating outcomes
- Good paperwork because it matters – create ownership of - files up to date, signed, dated, evidence regular review and discussion
- **To be amongst best – always strive to improve – create a culture of innovation & quality improvement see the legal framework as the foundation stones**

Culture of leadership

- Focus on outcome for children, impact and difference being made – be challenging of your service, standards & aspirations
- Building evidence portfolio, quality and quantity, evaluating what has worked and not, why, with impact – family and community voices – bring it alive – inspire!
- Evidence impact across Foundation Years – standards and links across programmes e.g.. Healthy Child, Safeguarding, supporting positive family relationships
- Know your community – particularly important for children's centres – not operating in a bubble
- "Inspectors and high quality eye" every day at every staff & management team and partnership meeting leading quality at every level

Seek, show & listen

- Know what best practice looks & feels like
- Seek out best practice & ways to improve
- Replicate & build on what works
- Be brave, enjoy it - innovate!
- Know who and what your community is, needs and wants (esp. CC's), who **should/could** be using your service not just who is- remains a challenge
- Passionate, tenacious – reaching out and bringing in the most vulnerable and isolated – culture of accessibility
- Focus on building strong relationships
- See through users eyes – empathise
- Avoid describing – "so what!" – be analytical – think outcomes and impact

Know your children, parents and community

- Better self-evaluation, that is outcomes focused and rooted in needs of children, families and community
- Self evaluation not a task, it's a tool
- Have high longer term aspirations for children especially important in the most deprived areas
- Lead a fluid, listening, aspirational culture
- Greater rigour in use of data to assess and identify needs at individual and community level – tap into HV and public health skills

Inspire staff – create ownership

- Strong inspiring vision
- Strong performance management
- Strengths focused – build confident, empowered, accountable staff
- Staff own and regularly input to SEF & building the evidence of impact and difference being made
- Staff understand & own an analytical action plan
- Strong culture of self reflection and improvement
- Strong culture of receiving and giving constructive criticism
- “Religious” about child and family first, joined up integrated outcomes focused work
- Staff that understand good communication
- Create leadership and ownership at every level